

About 1 in 3 employees participated in the FOP Morale Survey. I'm here to explore the themes they found and to look for ways to make being an employee in the Police Department as safe and rewarding as I can.

1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

The 12 hour shift is long and tiring, but worth it for the days off. 8-8 is the problem, not the 12 hour shift itself. I don't have enough space to explain how horrible 8-8 and no shift overlap Sunday-Tuesday is. Worst shift I've ever worked here. Long story short, shifting to 6-6 or 7-7 would solve a lot of the problems. 10 hour shift would be ideal. Never an 8 hour schedule.

2. What ideas do you have that would improve morale?

There's about 100 answers here. A big one is beards. Allow a trial run through December after 'no shave November' and evaluate. Strictly enforce shaved neck and upper face. There's nothing unprofessional about it and it makes us seem less like the military. Mainly? All cultures, races, religions, etc have beards in some capacity. Your neighbor, doctor, brother, and preacher have beards. It's 100% non-offensive and would improve morale. Certain officers have a good plan for this.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

I support any sustainable tax increase. We need more officers, but we also need to provide better incentive to the ones we have now. Taking away career development changed this from a career to a job. It was devastating to my career plan. I put in a ton of extra work for 5 years for career development, then got told, with application in-hand, sorry it's going away. Now I do zero extra work and I'm actively looking/applying for other careers. When I leave CPD, taking away career development will be the #1 reason why.

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6 to 6 would be better. Our previous 10 hour Day schedules were the best to work & provided training Days on all Squad Days.

2. What ideas do you have that would improve morale?

To Re-establish trust between Rank & file officers / Command staff / City Mngs office. To have Command staff and City Mngs office stand up for the officers besides throwing us under the bus before an investigation is even began.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

Stop chastizing us in the press - stop talking bad about CPOA in the press. The "torpedo" comment about previous ballot issue was hard to stomach. Even today, at a meeting, to start over & start trust up again, the ~~negative~~ sarcasm was very present. We appreciate the comments about caring for us, yet actions speak louder than words. Some things are tough to get over... eg protesting outside our building, firing Sanders, Schwartz, & Kelley & the way it was done. We believe you will retaliate.

we are 50 officers short. The average call takes longer today than ever before.

Do a property tax, but less with
Combo sales tax. Get an agreement
w/ CPOA prior to go forth a ballot.
~~initiative~~

We have 63 officers on Patrol & 165 Commissioned
officers with 118,000 people. in 1997 we had
75 officers on Patrol and 130 Commission officers with
67,000 people. this is terrible. also the average call today
takes 3 times the amount of time to handle today than
it use too. the number of officers today is a Disglare.

Mitchell Baxley

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1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6? I currently do not work them however I feel for officer safety they are detrimental to their health. 12 hours is a long time to remain vigilant in this job and deal with the daily drama they face on a regular basis. Amount of time need for recuperation also increases with the extended work hours. I have worked ten hour shifts and if there is a way to stagger reporting times to begin shift this is the maximum amount of time an officer should work and still be able to function. In my opinion 8 hour shifts are most productive but also understand takes more officers to work and does not give

2. What ideas do you have that would improve morale? time off officers desire.

As long as CPOA keeps banging drum of discontent you have better luck of roping the wind. Tell the cops find out what do they really want try to make it work and if you can't, even if for their own good, explain it to them. It is up to them at that time to take control of it and do the best they can. They have to realize what they have signed up for (can to be cops) and what job entails, hours involved, sacrifices to be made.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc) I would but CPOA Director is not a big help

here. Sales tax on Alcohol or a property tax. You would need 50 officers to make community policing a viable option where cops actually have time to get out of cars and engage in a non-traditional police way with their community.

One more thing on morale.... last year the City Manager went out to join with an anti-police group. I understood all were upset with CPOA director actions (as was I) but this ~~extra~~ action spoke to officers you were with them and not us. Your public statements and admonishment were enough to show your stance. In future, if you are worried about officer morale, refrain from actions like what occurred.

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6 to 6 would be slightly better but ultimately 12 hour shifts are just too long. 12 hour shifts result in tired officers who just aren't as effective or as safe as they should be. Ten hours a day are really about as much as one officer can handle and still be safe & effective. An increase in shift differential as well as some type of monetary reward for people working weekends. You get holiday pay for working holidays but no incentive for working weekends.

2. What ideas do you have that would improve morale?

People should never be drafted for special events & forced to work in their off time. Why aren't the event coordinators & creators responsible for hiring & paying off duty officers or volunteers to staff events like rodeos & blues where an individual or company is making money. People hire off duty officers to work other events where large crowds are expected.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

An additional sales tax or alcohol tax might be more effective if the city guaranteed that the money would go directly toward a pay increase for police officers or the hiring of new officers.

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12 hr shifts are horrible and unhealthy. Due to increased population and call volume it seems a 12 hr shift turns into 13 to 14 hrs. we need more officers. If we were to stay on 12 hr shifts then 6 to 6 would be better.

* I believe going back to the old 10 hr shifts would improve the departments moral and productivity more.

2. What ideas do you have that would improve morale?

Going back to the old 10 hr schedule. Command staff informed us we didn't have enough officers to make it work. We are on 12 hr shifts and it's not working either. 10 hour shifts the officers had better moral and higher productivity.

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20 officers to start. We are getting very few new openings a year. ie 1-2 officers. This is not matching the growth of the city.

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I think this 12 hr schedule is killing morale and work performance. 12 hours is way to long to work with short of staff and call volume. I am only one person, but I believe that having a 10 hr. schedule will improve the morale some. It's not the total fix, but I think it will go along way.

2. What ideas do you have that would improve morale?

Change to the 10 hr schedule would be great. More open communications w/ command staff about issues that arise. Also stop the back and forth with CPOA. I don't agree with CPOA all the time, but the city should be the bigger man and not go back and forth w/ them. →

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I'm all for it. I have served this city for the last 19 yrs. This tax will not affect me and the rest of my career, but I want to support this tax for those who come after me. I would like to see the safety of citizens and officers to be a priority.

For the Record. I hope they Give Dale Roberts

Feel free to call if you have any questions - 573.808.0616

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After 4 or 5 years of 12 hour shifts the officers are worn out. Morale suffers as the officers are tied to the Dept on their working days & weekends for no time for family, friends etc.
I prefer the 8 to 8 shift.

2. What ideas do you have that would improve morale?

Move to a 10 shift & stop the mandatory draft of officers on their few days off. This is a constant draft process that goes on for the better part of the year.

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As/R CPOA REP

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THE 12 HOUR SHIFTS ARE GREAT. ALLOW PLENTY OF DAYS OFF WITH EVERY OTHER WEEKEND OFF. THIS WAS ONE OF THE REASONS I APPLIED HERE. IT WOULD BE A HUGE MISTAKE TO GO AWAY FROM 12 HOUR SHIFTS. EVERY TRAINING I HAVE GONE TO OUTSIDE THE AGENCY HAS WANTED 12'S. IF THEY DON'T HAVE IT THEY WANT TO SWITCH TO IT.

6-6 WAS A GOOD SHIFT. 8-8 IS A GOOD SHIFT. NO ONE WILL BE TOTALLY HAPPY BECAUSE THE SMALL AMOUNT OF PEOPLE THAT COMPLAIN WILL COMPLAIN ANYWAY. I HEAR THAT ONE OF THE REASONS IS AT THE END OF THE 3 DAY WEEKEND THERE IS NO SWING/POWER SHIFT.

2. What ideas do you have that would improve morale? BIG CHANGES LIKE THE SCHEDULE EVERY BID IS NOT NEEDED + CREATES STRESS + DEBATE/RUMORS AMONG OFFICERS.

CONSULTANTS & MATRIX'S ARE THE SAME WAY. TO BOOST MORALE, SMALL CHANGES WOULD HELP. EXAMPLES ARE FACIAL HAIR POLICY (ALLOW BEARDS, KEPT CLEAN OF COURSE) + THINGS LIKE THE DOMESTIC VIOLENCE NARRATIVE OR WORKBOOK. THIS IS A WAY OF "PUNISHING" EVERY OFFICER FOR THE LACK OF GOOD WORK BY A FEW OFFICERS, THATS A "TRAIN THE OFFICERS" ISSUE NOT "MAKE EVERY BODY DO MORE WORK + FEEL STUPID" ISSUE. PAY IS ANOTHER. RAISES + A REPLACEMENT TO CAREER DEVELOPMENT. POSSIBLY SPECIALTY PAY (P.T.O., F.E.T, CVT, SWAT)

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

I AM IN FAVOR OF ALCOHOL/TOBACCO TAX OR A "P.I.L.D.S." TAX ATTACHED TO CITY UTILITIES BILL.

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CPOA Speaks for me, I refer you to the CPOA Board and our recent survey

2. What ideas do you have that would improve morale?

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I feel like a sales tax increase would pass. Everybody would be paying equally, not just those paying property tax—hence why it did not pass last year. Regardless if people purchase items online, what about those that don't. Lets not focus on what could not get and focus on what we can. Think about all of the student population and purchase all of their supplies for their dorms at Walmart.... (just one example.) ~~now~~ I do not support property tax increase, but I would support sales tax which is across the board and fair to all of the members of the community.

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~~FUCKING~~
I HATE THEM, 12 HRS IS ENTIRELY TOO LONG
TO BE AT WORK DOING THIS JOB.

6 TO 6 WOULDN'T MAKE MUCH OF A
DIFFERENCE ITS STILL 12 HRS.

2. What ideas do you have that would improve morale?

TALK TO THE CPOA BOARD

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

TALK TO THE CPOA BOARD

1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

Patrol is the only Division within the police department that functions like police work is a 24 hour a day business. So patrol officers and those that manage it should be the only ones discussing what the shift should be. There are many opinions and factors that would affect what schedule an officer would pick. A few examples would be officers that work off-duty assignments. Because the City has not kept up with regular raises (merit or otherwise) officers often find themselves in a position where they seek off duty to supplement their income. In turn, you have officers who are working multiple income producing jobs to make their personnel budgets work. Off duty opportunities are necessary and become a factor when officers are deciding on schedules.

Another example would be what kind of days off will the officer get as a result of a certain schedule picked. As I stated before Patrol Division is the only division that is manned 24 hours a day 365 days a year. All other elements within the police department are considered FLEXIBLE. So what does a flexible schedule accomplish?... the officer does not count for staffing so (so they are never told no they can't take off). You can have an alternate schedule like 4 ten-hour days or 5 eight-hour days and still have every weekend off and every holiday off. But, if you are in patrol days are blocked off on the schedule, if a certain number of officers are off on the schedule then your request will be denied, you are subject to working all holidays, on your days off, it is likely you will spend part of your day in court and finally the 12 hour schedule is only popular because officers receive a three day weekend every other weekend. (Not to take anything away from the firefighters however, when they work a 24 hour shift they are permitted to sleep 6-8 hours of that shift and can engage in physical fitness programs..... just food for thought!) Police officers are working 12 and sometimes 15 hours depending on the type of call.

The funny part about this whole situation is that Command Staff already knows the answers. Two sticking points today, according to the Chief and City Manager are service to citizens/efficiency rating and officer safety. As it stands right now service to the citizens are as good as it's going to get without changes to the organizational chart or a significant boost to patrol officer numbers. Officers only have time to run calls for service with small pockets of down time to do other activities. The outside consulting firm is a joke! A consultant rode with me and I was not impressed. The consultants took a snap shot of patrol and came up with completely horrible options. If the efficiency rating is already low and officer safety/satisfaction is low

also...why can't command staff make the 10 hour schedule work? Besides they don't have to work it anyway. At this point efficiency is already out the window, but this would be a positive step towards officer morale and physical wellbeing of officers.

2. What ideas do you have that would improve morale?

Morale is sometimes an individual decision, but other times it is greatly undermined by the actions of city and department administrations. Morale problems have many factors but, to address officers and tell them it's a national problem is not the answer. What are we going to do to address the problems we are experiencing? Not what Austin, TX is doing, what are we doing? I don't believe that it is always intentional, but City and Department administrators need to know that just because it makes fiscal and planning sense on paper, doesn't mean it won't have real world impact on those affected by their decisions. A few ideas that could improve morale are as follows:

- Remain neutral. Don't stand in front of the police department locked in solidarity with those that hate the police department. The city manager and chief really did themselves a dis-service by doing this. Despite what is said after the fact, the old saying remains true..... "a picture is worth a thousand words".
- Reinstate old overtime rules. The police department is unique beast. As acknowledged by the city manager he believes we deal with the worst the city has to offer. We deal with the most dangerous situations. What is that worth? Some employees get true overtime despite taking a day off during the 14 day cycle. If officer works overtime in the cycle then has to take a day off the over-time he would have gotten has now either been turned into straight-time or simply takes the place for time he took off.
- Bring back merit raises. I knew big changes were coming when the City Manager said "we are going to make our employees feel like they are well paid" in a managers meeting and proceeded to outline the compensation study and changes to the pay structures. As a part of this we had the implementation of the new evaluations. These are simply substandard and mean nothing. They will never be used to back pay people for excellent work should the City ever decide there is money to do so. No employee believes this will ever happen.
- Stop increasing base pay for officers without increasing all officers pay by the increased amount. This has occurred and it's the reason compression pay is still an issue. We have long time officers barely making more than officers that have been here for 1-3 years. As a sergeant for nearly 8 years and several other more senior

sergeants feel the same way, are upset and feel shorted for what the City did during the reclassification the correction and move to the new pay schedule. They took the reclassification and brought brand new sergeants up to a new starting pay grade which is basically the same as a sergeant with seven or eight years on.

- If you want to talk about frustrating this was exactly that. Essentially you took a whole group of senior supervisors and erased any experience and hard earned merit and time in service /rank raises and gave it no consideration. These are the types of situations that are very common, but always overlooked based on availability of funding. Laughable!!!! Which brings me to my next point on morale.
- This year the city manager received a merit raise of 10 %. In case there is any confusion that was a 15,000 dollar a year raise. He also gets all the across the board raises and has the opportunity to get more. He also receives deferred comp to the tune of about 8250.00, car allowance 285.00, across the board raises (one 2% raise is 3300.00 a year) and 50.00 dollars towards a cell phone. So that 15,000.00 does not go away next year where does this money come from? It has to come from somewhere. The sales tax excuse is getting real old. City employees (not just police department) are tired of these excuses. I would love to have a 10% (6300.00 for me) raise especially since health insurance went up 12% this year which completely soaked up that huge (described as modest) .25 raise. The city manager is beyond his midpoint of 161,000 and the rest of the city employees will never reach their midpoints especially since it's a fraction each year, if there is even money to do it.
- Address the Shift Differential pay. The rest of the modern world outside of Columbia has improved shift differential pay for their employees. Some research I did shows that police departments around the country pay anywhere from .85-1.00 for their shift differentials and some other professions pay up to 2.00 dollars an hour more.
- Bring back the 457 match program. This is a good program and another way for officers to invest in their future. I still have mine and continue to contribute I wish the city felt the same way.
- Get rid of the gift card incentive program and bring back the common sense approach to allowing a few city dollars to be spent on a particular department for small things like a Christmas party and things similar. When the city manager came to the city he just started hacking away at department budgets. The Christmas party for instance was one time a year where police department employees could host a party to thank its employees and remember the year of events and honor those who were lucky enough to retire. That's all been replaced with a city wide employee picnic. It doesn't mean the same!!

- Stop the childish bantering back and forth in the media.
- Stop treating the police department like we are just another city employee. I am unaware of any other city employee that wears a vest aimed to stop bullets. I am unaware of any other city employee that has been (as a profession) targeted specifically for being a police officer and in some instances killed. I am unaware of any other employees that can if necessary kill someone if the situation arises. I don't recall calling city hall for someone yelling and making threats in the lobby. Nope, that's right the men and women of the police department were the ones called. And every time they were called we came despite support of the citizen or even the people that called.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What if any sort of ballot would you be supportive of? (property tax? Sales tax? 20 officers? 50 officers? Focused on community? Etc)

- Once again this shows the disconnection of what is really happening. Community Policing is a knee jerk reaction to old problems. Community policing what is that? It's not hotdogs and picnics in the park. It's not attending meetings where the police are hated thinking you are going to make in-roads to these groups. Individual officers make these connections to the community by being in the community. I could hand pick ten officers today that would be far better at Community Policing than what we have today as the Community Outreach Unit. (This is not a dig on the officers they are just inexperienced) I guess the intention was good, but the outcome is a waste of time and resources and everyone knows it. It's like putting a band aide on bullet holes. The one thing that is missing from our Community Policing Unit is the actual policing part. They are essentially social workers with guns that make no arrest. It's more of a feel good unit at the direction of the city manager. **So no I am not in favor of community policing** nor am I in favor of a downtown unit with the current number of officers that we have.
- With respect to support of ballot initiatives...sure I'll support one. However, at my level my role will be limited. As with many other city and department employees, I do not live in Columbia City limits nor will I. You will not get complete employee cohesion from the police department. Despite what is believed there isn't even cohesion in command staff. Lieutenants don't even attend command level meeting and are often as uninformed about department issues as I am as a sergeant.

Conclusion:

Mike Matthes hit the nail on the head in the shift meeting. He said "I don't know most of you and don't expect you to trust me". Well I do not trust him, so he is right. Many factors contribute to this feeling and it started with the first so called consultant taking confidential statements. At the end of the day my financial future is what I care about the most. I am well beyond the emotional feelings of being the do-gooder and doing this job because people need help. Many officers with 12 or more years on feel the same way and frankly many with less time than that. Senior officers are invested and have much to lose. Many years of stressful situations, administrative hassle, policy blunders, witnessing substandard officers and sergeants get promoted and lack of true leadership has frankly taken its toll. The department consistently fails to be original. For example, I read in the newspaper the city was in talks with CPOA about beards and tattoos. In the mean while the Deputy Chief put out a memo where she contacted numerous departments around the country to see what they do....who cares??? Make a decision for Christ sake for what is best for us and our officers. Be a leader and make a decision!!!! It's frustrating to watch people that make so much more money than average officers to sit idle and do nothing. I am not the only person who takes notice of empty offices within the police department and short days on Mondays and Fridays. Additionally, isn't too hard to figure out why the City Manager's Office has the highest employee satisfaction rating. If I received every weekend off, every holiday off and only worked 8-5 I too would be skipping around the office.

However, the reality is that I CHOSE this job and in the early days would have considered doing it for free. Not anymore! To be completely honest, I cannot wait until I hit my 20 years so I have the option of leaving with the retirement I have worked extremely hard for. The really frustrating part is that I believe the Mike Matthes has changed the original deal from when they hired me. I believe the only reason City administration, to include the Chief has taken any interest is because there is traction in the community to have them removed. The politics of the whole situation are disgusting and it's just funny that they are all buzzing like bees now and are saying we are loved despite what we have heard. It's just a little too late for their efforts in my opinion.

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2. What ideas do you have that would improve morale?

Please refer to the recent CPOA survey and see attached.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

Reasons for low morale:

Issue causing low morale: Public information officer, Bryanna Maupin putting out videos of cops dancing etc. ridiculing our profession and undermining us. "We are cops not entertainers"

Solution: Stop doing it.

Issue causing low morale:

Chief of police and city manager protesting in front of our own department.

Solution: give a long overdue apology and explanation as to why they did it and don't do it again.

Issue causing low morale: City manager bad mouthing officers in the media. "In transition from a warrior department to a guardian department"

Solution: take pride in the best department in Missouri and stop criticizing us without fact or reason.

Issue causing low morale: Police Chief bad mouthing officers in the media. "Thick heads".

Solution: take pride in the best department in Missouri and stop criticizing us without fact or reason.

Issue causing low morale: Lazy officers being promoted and becoming lazy supervisors.

Solution: Hold supervisors accountable even if they have a year left or are on the drop program.

Issue causing low morale: K-9 officers sitting in their cars all night when patrol is getting slammed then complaining about being dispatched to calls.

Solution: Hold K-9 officer to the same standard as Police officers.

Issue causing low morale: Pro active officers being targeted, written up and chased out of the department by poor supervisors: E.g; Mathew Hibler, Chris Hessenflow, Calleb Bowen. Brandon Crites.

Solution: Value pro activity despite the paperwork and issues it creates for the department.

Issue causing low morale: SWAT - we should get rid of SWAT if we aren't going to use it and/or command staff don't know how to use it. Solution: Follow best practice and national standards rather than trying to be the next great thing or reinvent the wheel resulting in crazy command decisions.

Issue causing low morale: Rob Sanders firing. The division in the department and intimidation of the chain of command when they agreed with IA was highly unprofessional and caused divisions in the department administration that are still there.

Issue causing low morale: Known drug (meth, crack, heroin) houses not being raided by police. Search warrants denied by chain of command, while we are regularly working deaths from heroin overdoses. Solution: Work drug cases, write search warrants, have SWAT serve them. It's police work.

Issue causing low morale:

Community Outreach Unit within the police department taking credit for other officers work. During interviews with the media on TV regarding recent homicide they claimed people were coming forward with information because of relationships they had built with the community. In fact NONE of the information came through COU. The driver confessed to detectives.

Solution: Hold COU accountable for being untruthful.

Issue causing low morale:

Lack of knowledge and personal interpretation of vehicle pursuit policy by Sergeant Chad Craig, Sergeant Michael Hestir and Sergeant Chris Boyle. "We don't chase stolen cars". "I won't allow ANY pursuits". Etc. Officers literally have to think which sergeant is working before deciding whether to chase someone or not. Ridiculous and unworkable situation.

Issue causing low morale: No defensive tactics training. Judo was a step forward now we have nothing. Liability for the department. Failure to train. But we train on storm water.

Solution: Train.

Issue causing low morale: Lack of firearms training. Patrol will shoot twice this year. Liability for the department. Failure to train. But we train on storm water which is a city requirement but takes up precious training time that could of been used for training to improve our own safety. Gives the impression the city has no understanding or interest of officers needs and safety.

Solution: Train.

Issue causing low morale: Civilian staff and detectives talking to officers like they are bad children. Evidence unit emails, DOVE emails, Lieutenant emails. Finance manager emails telling us to "we should NOT" when we have never been told what to do is a classic example.

Solution: True mutual respect.

Issue causing low morale:

Lieutenants - get rid of the rank. It delays communication and serves no perceivable benefit.

If you really want input from your command staff and constructive feedback why would you make Lieutenants "at will" employees? They will have to agree with every decision and every comment. Which makes them pointless.

Issue causing low morale: Lack of physical fitness standard: "It's hard to be proud of your department when some of our male officers look pregnant."

Cooper standards have been introduced by other departments including Colorado Springs. It is a research based, court tested standard, that is applicable to police. Using it for applicants and annual testing of officers, and application for the swat team would be a step towards a more professional department that officers can take pride in. Increasing morale. Reduce injuries. Less sick time.
<https://www.cooperinstitute.org/law-fire-military/>

Issue causing low morale:

No officer pay raise for over seven years while the city manager receives a 10 percent raise.

Issue causing low morale:

Career development - why aren't officer recognized or rewarded in any way for extra responsibilities?

Solution: reward them.

Issue causing low morale:

Trail time : this could be returned tomorrow. Even better give three hours a pay period for trail time gym time or range time. HUGE morale booster and address several of the other issues.

Solution: reintroduce it.

Issue causing low morale:

Cutting the 20 year Pension despite it making money for the city every year. Sends a message of what's a priority.

Issue causing low morale:

Promotion process generally. Promotion without merit. No experience on patrol, lazy.

Solution: fix it.

Issue causing low morale:

Favoritism. Specialty assignment K-9 position given to Jamie Dowler without an open selection process. The "list" was over two years old at the time he was given the position having never worked patrol. Other officers weren't even given the chance to apply.

Issue causing low morale:

Break down of working relationship between the Chief and the Sheriff. Officers have lost their county commissions due to petty ego clashes between the two administrations causing reduced efficiency of officers. This should be rebuilt ASAP.

All of these issues are systemic of a lack of TRUST in the department between Officers, sergeants and the administration. And between the department and the city management and council.

In the current national climate towards law enforcement it is more important than ever that Officers have the backing of their department administration and the city. The message has been received repeatedly from the department and the city's actions that they do not, and will not support officers involved in a high profile incident. This was never demonstrated more clearly than when the Chief and City manager protested in front of the police department.

About 1 in 3 employees participated in the FOP Morale Survey. I'm here to explore the themes they found and to look for ways to make being an employee in the Police Department as safe and rewarding as I can.

1. Work Schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

Answer: My opinion is that 12 hours is much too long to ask an officer to be on the street answering calls. I would think the fatigue factor would be hard on you and also the adrenaline rush, up and down and up and down. I think a 10 hour day would be good; or go back to the regular 8 hour day, which no one likes because they don't get weekends off. Definitely go back to the 6 to 6 shift, or try the 7 to 7 shift. One hour should not make that much difference in staffing schedule anyway.

As for hours worked, there are civilians that have to work weekends. There should be an incentive for civilians that work those days to have shift differential on the weekends, step up pay, or time and a half.

On holidays, civilians who have to work should be given, regular pay + time and a half for the day being a holiday + shift differential. Then you would have no problem with people wanting to work holidays.

I don't believe any other city departments have their civilians working on weekends or holidays without some sort of extra compensation.

2. What ideas do you have that would improve morale?

Answer: For some of us, having a supervisor that would do more than say hi to you would help. Even with evaluations, it's "here sign this". Some of us do not have the privilege of attending shift meetings, and the supervisors DO NOT PASS any information along, so we are constantly in the dark about things or hear it from the rumor mill.

Some co-workers (who are not very busy and can go around and gossip) know or hear of the inner workings and feel they know what is going on and then bully the other co-workers with their knowledge, or lack thereof. Believe it or not, there is a lot of bullying that goes on, even from superiors.

In all areas of the department (civilian included) the work load should be equaled out somewhat. You see tons of people sitting around, eating, chatting, etc., while others can't catch a break.

There are civilians that anytime a new procedure or a new task is assigned (mostly due to eliminating positions) the same civilians are tasked with more and more work to do. Some are doing the work of two to three people, while others are doing the work of one half a person.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc.)

Answer: You could have 50 officers, and still people would be stressed out because of the work load. The work load needs to be evenly distributed. Don't make specialty groups, unless you have the patrol unit fully staffed. If you do make specialty groups, let's see some STATS as to what they are doing. How are they helping patrol? Plan for the future, mostly with "boots on the ground"; but also civilian staff and then specialty groups.

One more thing --- when you are going to change procedures, work places, assignments etc., ask the people who it is going to affect. You may be surprised; they may have some good ideas. Also, the civilian staff -- they work with policies, procedures, etc. every day. Their answers may be helpful and a lot of times, they actually know the procedures of how things work better than the supervisors!

Mr. City Manager,

Thank you for taking the time to speak with us. I can't fathom what your daily calendar looks like. I apologize for the lengthy responses, but I wanted to take full advantage of the opportunity. I'd be happy to answer any questions, clarify my responses, or discuss more if you wish. I don't need anonymity.

Respectfully,
Clint Sinclair

1. Work schedules:

Although I am not currently assigned a position with a 12 hour schedule (I work 10 hour shifts), I found the 12 hour schedule enjoyable. It provides adequate time for proactive, reactive, and administrative duties. I will admit, 12 hour shifts were difficult when faced with other mandatory tasks (court, training, etc.). I don't have a family and very little of my discretionary time is non-law enforcement related so I don't feel the familial constraints many others feel. I did prefer the 6pm-1am schedule over the 8pm-8am schedule. I feel with appropriate resource allocation, particularly personnel, the burdens of the current shift could be lessened. Clearer communications and expectations of patrol officers and first line supervisors would help with this issue.

2. Morale Improvement

Many of the current "issues" can be fixed if we weren't faced with financial constraints. On the free or mostly free side I think there are options to look at.

- Consistency: encourage (or demand) consistent application of policy/procedure throughout the chains of Command. When discussing a topic with a Lieutenant, who contradicted information from the Chief, the Lieutenant's response was "the Chief doesn't work this shift does he?"
- Overtime (The Draft): clearly define parameters for "draftable" events. Also, I have suggested (to CPOA) that officers are only "drafted" to work times which fall within their regular working hours. Day shift officers should not be drafted for DWI checkpoints until 3am and night shift officers should not be drafted for late morning or afternoon events.

- Employment Incentives:

I'll admit, I was quite disappointed at the loss of the career

development program. It was a strong factor in my decision to

work at CPD. It gave me defined,

measurable, and observable goals

and challenged me to work harder

and better. I still strive to do my

best, but the carrot dangling in

front of me is significantly smaller

the creation of a corporal rank/the

or Master Police Officer or something

similar is a thought.

- Command Delegation

While I understand Chief Burton

delegating leadership down the chain,

it doesn't seem to be working. It

seems, or I'd guess, the chief may

not know what is being said or

done at the Assistant Chief level

and down (much like consistency).

There's no clear leader of the Columbia

Police Department. I consistently see

Command staff members trying to one

up each other or be "king of the hill."

3. Financial Support

I would support a tax increase to increase overall funding for the Police Department. ~~50~~ 50 more officers would be great, but I don't see the infrastructure to support them.

About 1 in 3 employees participated in the FOP Morale Survey. I'm here to explore the themes they found and to look for ways to make being an employee in the Police Department as safe and rewarding as I can.

1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

See attached

2. What ideas do you have that would improve morale?

See attached

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

See attached

About 1 in 3 employees participated in the FOP Morale Survey. I'm here to explore the themes they found and to look for ways to make being an employee in the Police Department as safe and rewarding as I can.

1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

Quite simply 12 hour shifts are over taxing on street cops. Many city employees may have to work one or two 12 hour shifts every so often but the continual working of 12 hour shifts is not beneficial. This is backed up by research (attached) conducted by the Department of Justice. Police work can be seen as unique as there is little down time, especially in Columbia as CPD is under staffed. US Department of Justice figures show the average number of cops per 1000 residents is 2.5, or 1.9 for a city with a population of 100,000 – 249,000. Presently CPD has a ratio of approximately 1.45. If we strive to be the best surely adding personnel and funding is a large piece of the picture. The addition of personnel is not a simple equation as more patrol officers need to be supported by more detectives and admin staff. A well-staffed detective unit is absolutely essential to ensure necessary follow-up thus taking the burned away from patrol cops. In turn this frees up patrol cops to build relationships within the community instead of being tied to the waiting call list. A return to 10 hour shifts and addition of sworn personnel throughout the department would be a positive move.

2. What ideas do you have that would improve morale?

The biggest drain on moral is exhausted cops. 12 hour shifts are not giving street cops enough time to recharge for the next shift. This is multiplied for the overnight cops who spend their first "off day" sleeping, therefore in essence only have a one day break. This is made worse by the fact there a large chance they can be drafted and forced to work overtime for events throughout the city including football, Roots n Blues, parades etc. The draft causes undue stress, causes lack of sleep and burn out. (Refer to DOJ Study). A return to 10 hours days could have a quick impact on moral and the long term addition of more cops would limit if not eliminate the need for drafts.

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

The biggest challenge is selling the need for more cops to the public. If the ballot initiative is seen as additional ring fenced money specifically for policing, not public safety, then this may increase the chance of a successful ballot measure. It is important to communicate the monies raised will go directly to increasing the number cops, for example to raise staffing levels above the national average of 2.5 per 1,000 residents.

U.S. Department of Justice, Office of Justice Programs, National Institute of Justice - NIJ.gov

10-Hour Shifts Offer Cost Savings and Other Benefits to Law Enforcement Agencies

Police executives can improve morale and reduce overtime costs by offering officers the option of working 10-hour shifts. Importantly, 10-hour shifts do not adversely affect performance, according to NIJ-funded research.^[1]

On this page find:

- [Background of the Issue](#)
- [Overview of the Findings](#)
- [How the Research Was Conducted](#)

Most police departments have traditionally placed their patrol officers on a 40-hour workweek in which personnel work five consecutive 8-hour shifts, followed by two days off. In recent years, however, an increasing number of law enforcement agencies have moved to some variant of a compressed workweek. Some officers work four 10-hour shifts weekly or three 12-hour shifts (plus a time adjustment to make up the remaining 4 hours of the standard 40-hour workweek). While this trend has been moving apace, few, if any, rigorous scientific studies examining the advantages and disadvantages of these work schedules for officers and their agencies have been completed until now.

The researchers used the most rigorous scientific techniques available: a randomized controlled experiment. The NIJ-funded study was conducted by the Police Foundation.

Overview of the Findings: No Impact on Performance, but Important Impacts on Other Outcomes

The results revealed no significant differences between the three shift lengths on work performance, health or work-family conflict. There were, however, important differences for other outcomes. The 10-hour shift offered certain benefits not associated with 8-hour shifts, and 12-hour shifts had some disadvantages.

Sleep and Fatigue. Significant differences were found in the average amount of sleep officers got across the 8- 10- and 12-hour shifts, but there were no differences in the quality of sleep. Officers working 10-hour shifts averaged significantly more sleep than those working 8-hour shifts. Officers working 12-hour shifts reported greater levels of sleepiness and lower levels of alertness at work than those assigned to 8-hour shifts. Officers on 8-hour shifts averaged significantly less sleep per 24-hour period and worked significantly more overtime hours than those on 10- and 12-hour shifts.

A 10-hour shift may be a good alternative to the traditional 8-hour shift in larger agencies; however, caution is advised when considering 12-hour shifts because of increased levels of sleepiness and lower levels of alertness. Indeed, researchers have noted that people underestimate their levels of fatigue, so officers may be sleepier than they reported while working 12-hour shifts.

In addition, past research has shown increased risks for accidents with increasing number of hours worked. Consequently, caution should be exercised when agency executives consider adopting 12-hour shifts.

Quality of Life. Officers completed several self-report scales as measures of their perceived quality of personal life and work life. The analysis of their responses showed no significant differences among the three shifts on the quality of personal life, but in terms of the quality of work life, officers working 10-hour shifts reported significantly higher quality of work life than those on 8-hour shifts. Officers working the 8-hour shifts in both sites reported the lowest quality of work life. No quality of work life benefits came from the 12-hour shifts. This is consistent with past research in other workplaces showing that those on compressed work schedules tend to rate them favorably or have increased job involvement or satisfaction.

Job Performance. The study focused on factors that are important in police performance, including interpersonal performance, driving safety, shooting performance and self-initiated activity. For all of these

measures, there were no statistically significant differences across shift length groups.

The researchers collected departmental data and performance data from simulators to assess officer performance on each of the three shifts.

With regard to self-initiated activities, such as traffic stops and reports completed, some past studies in nursing showed a reduced work effort and a decrease in activities for people on 12-hours shifts. However, in this study, shift length had no impact on the number or quality of police self-initiated activities.

Impact on overtime. The most surprising finding was the reduced overtime of those working 10-hour shifts. This suggests a potential cost saving for agencies that offer alternative work schedules, especially 10-hour shifts in which officers worked an average of 4.78 hours less per two-week period than those on eight-hour shifts.

Officers on 8-hour shifts worked significantly more overtime (more than five times as much as those on 10-hour shifts, and more than three times as much as those on 12-hour shifts). The reduced levels of overtime for those working longer shifts suggest the possibility for cost savings for agencies that use compressed schedules. These findings are consistent with many past studies, but no past study used the randomized controlled trial techniques used in this study and thus seem to have had limited acceptance.

How the Research Was Conducted

To examine the extent to which shift schedules impact performance and safety, health, quality of life, fatigue and extra-duty employment, researchers selected two departments from different regions of the country and with different demographic composition: Detroit (Michigan) Police Department and Arlington (Texas) Police Department. Officers in both agencies were working traditional five 8-hour duty tours and their leaders were interested in examining the pros and cons of other schedule options.

Officers volunteered to participate and agreed to work three types of shifts for 6 months each: 1) five consecutive 8-hour days, 2) four consecutive 10-hour days, and 3) three consecutive 12-hour days. The shifts were day, evening and midnight shifts. The officers were randomly assigned to work the shifts between January 2007 and June 2009.

At the beginning and end of each 6-month period, researchers collected a range of data. Work performance and safety was measured using both laboratory simulations (for shooting and driving) and departmental data on performance. Health, quality of life, sleep, sleepiness, off-duty employment and overtime hours were measured by self-report measures, including surveys, sleep diaries and alertness logs. Fatigue was measured using objective, laboratory-based instruments.

Characteristics of Officers

Total Officers = 275

- 128 from Arlington (Texas) Police Department
- 147 from Detroit (Michigan) Police Department

Race

- 59% white
- 32% black
- 7 % Hispanic
- 2% Asian

Age

- 48% 18-34
- 38% 35-44
- 12% 45-54
- 2% 55+

Marital Status

- 46% married
- 44% single
- 10 % unknown

Gender

- 77% male
- 23 % female

Years of Service

- 44% 2-5 years
- 36% 6-9 years
- 19% 10+ years

Note

[1] Amenodola, K.L., D. Weisburd, E. Hamilton, G. Jones and M. Slipka, The Shift Length Experiment: What We Know About 8-, 10-, and 12-Hour Shifts in Policing, Police Foundation, 2011.

Date Created: January 24, 2012

The Shift Length Experiment

Police Foundation / Projects / The Shift Length Experiment

Project Description/Goals

The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Overtime

The "Shift Length" Experiment was designed to assess the advantages and/or disadvantages not there were differences in efficacy across different shift lengths. We were interested in how day of the shift, impacts performance, health, safety, quality of life, overtime usage, and a variety of other outcomes.

[On Policing](#)[Public Safety Open Data Portal](#)[LEO Near Miss](#)[Use-Of-Force Infographic](#)[Crime Mapping & Analysis News](#)[Critical Incident Review Library](#)[Ideas In American Policing Library](#)[General Resources](#)[Experiment](#)[to examine whether or not outcomes are independent of time of day](#)

Study Design & Methods

Using a block-randomized design, this study took the form of a multi-site clinical trial. In two cities, Arlington, Texas and Detroit, Michigan, officers were assigned to either stay on their current shift (which was five 8-hour days) or be assigned to one of two treatment conditions: four consecutive 10-hour shifts or three consecutive 12-hour shifts (followed by a fourth 8-hour shift every other week)[1]. This was a pre-post design, so officers were asked to complete self-report measures (paper and pencil tests) of attitudes (quality of work and personal life), behaviors, and stress, as well as sleep diaries and alertness logs for a two-week period during both the pre-test and at the end of the six-month study. In addition, officers completed laboratory-based measures (in the police departments) including: driving performance using a simulator, judgmental shooting using an interactive simulator and laser equipped guns, interpersonal skills and judgment using video-based scenarios, and fatigue using a pupillometer-type test as well as a reaction time measure.

Results

The results showed that compared to 8-hour shifts, 10-hour shifts resulted in significantly more sleep by officers (approximately 30 minutes more per 24-hour period), significantly reduced overtime, and increased quality of work life. While those on 12-hour shifts also worked significantly less overtime than those on 8-hour shifts, it was still more than those on 10-hour shifts. However, those on 12-hour shifts demonstrated significantly more sleepiness than those on 8-hour shifts. There was also a small to moderate sized effect of alertness, in that those on 12-hour shifts were significantly less alert than those on 8-hour shifts. It is important to note that we controlled for time of day worked (day, evening, or midnight shifts), so these effects were present over and above any effects associated with the time of day worked. We concluded that 10-hour shifts were optimal in that they were associated with the greatest benefits to the agencies and officers, while offering no apparent limitations in terms of sleepiness or lack of alertness as found among the 12-hour group.

Funding & Collaboration

The "Shift Length Experiment" and associated surveys were funded by the National Institute of Justice (NIJ) of the U.S. Department of Justice (DOJ), with additional support from the Police Foundation.

Implications for Policy & Practice

The findings from this study suggest that, at least for medium to large police organizations, agencies are likely to see cost savings when implementing 10-hour shifts, and the officers are more likely to have increased safety and wellness associated with increased sleep (about 175 hours more sleep annually) while maximizing alertness on the job. Given previous reported deficiencies in sleep among officers nationwide, implementing four 10-hour shifts consecutively may be one approach to minimizing fatigue-related problems. While other research has indicated that officers got less sleep than in our study, it is important to note that in our study we obtained

information on the primary sleep period as well as naps, indicating that officers may indeed manage their fatigue through short naps to supplement their primary sleep period. Finally, officers on 10-hour shifts demonstrated increased levels of quality of work life, which may also be beneficial to their emotional well-being, although there were some differences across sites.

[1] To ensure all officers were working their required 40 hour/week average over each two week period.

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Keywords

Compressed schedules; shift length; shift schedules; officer safety, health, and wellness; evidence-based policing; police performance; officer fatigue; overtime

Multimedia Resources



- NIJ-Harvard webinar, Healthy Officers are Safe Officers: The Nexus Between Performance & Health.
- Dr. Karen Amendola's presentation on the shift length experiment at the June 2012 NIJ Conference.
- Listen to the January 2013 Office of Community Oriented Policing Services (COPS) podcast on the shift length experiment.

In the Media

The Shift Length Experiment: What We Know About 8-, 10-, and 12-Hour Shifts in Policing

Karen L. Amendola, David Weisburd, Edwin E. Hamilton, Greg Jones, & Meghan Slipka (Police Foundation Report; December 2011)

[Available Online](#)

An Experimental Study of Compressed Work Schedules in Policing: Advantages and Disadvantages of Various Shift Lengths

Karen L. Amendola, David Weisburd, Edwin E. Hamilton, Greg Jones, Meghan Slipka

Journal of Experimental Criminology, December 2011, Volume 7, Issue 4, pp. 407-442

[Available Online](#)

Final Report to the NIJ: The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Extra-Duty Employment

Karen L. Amendola, David Weisburd, Edwin E. Hamilton, Greg Jones, & Meghan Slipka (December 2011)

[Available Online](#)

[Executive Summary](#)

[Final NIJ Report](#)

Officer Safety, Health, and Wellness. Karen L. Amendola. In *Encyclopedia of Criminology and Criminal Justice* (Bruinsma & Weisburd, Eds., 2014). New York: Springer Science+Business Media, 3322 – 3332.

[Available Online](#)

Research in Brief: Which Shift Is Best? Karen L. Amendola, *Police Chief Magazine*, 80 (March 2013): 14

[Available Online](#)

Schedule Matters: The Movement to Compressed Work Weeks, Karen L. Amendola & David Wesiburd, *Police Chief Magazine*, 79 (May 2012): 30–35

[Available Online](#)

Available Online

Schedule Matters: The Movement to Compressed Work Weeks, Karen L. Amendola & David Wesiburd, *Police Chief Magazine*, 79 (May 2012): 30-35

Available Online

Results of a Random National Survey of Police Agencies

As part of the shift length experiment, the Police Foundation conducted a random telephone survey of 300 police agencies to determine the proportion of agencies that have adopted compressed schedules. We also examined variables based on agency size and the use of shift rotation, as well as trends associated with each over time. The purposes of this telephone survey, conducted first in November 2005 and again in November 2009, were to determine the proportion of agencies that use compressed shift schedules (e.g., 8-, 10-, or 12- hour shifts, or some variation) for their field patrol officers, and to identify the extent to which agencies employ rotating shifts. The first report below is a comparison report of the survey results in Time One and Time Two.

Trends in Shift Length: Results of a Random National Survey of Police Agencies

Karen L. Amendola, Meghan G. Slipka, Edwin E. Hamilton, with Michael Soelberg and Kristen Koval (December 2011)

Available Online

Law Enforcement Shift Schedules: Results of a 2009 Random National Survey of Police Agencies

Karen L. Amendola, Meghan G. Slipka, Edwin E. Hamilton, Michael Soelberg (November 2011)

Available Online

Law Enforcement Shift Schedules: Results of a 2005 Random National Survey of Police Agencies

Karen L. Amendola, Edwin E. Hamilton, Laura A. Wyckoff (May 2006; revised November 2011)

Available Online

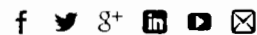
Mission

The Police Foundation was founded in 1970. Its mission is to improve policing through innovation and science.

Find out more about us.



Connect



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Research Center Directorate **Perspectives**

Police Officer to Population Ratios Bureau of Justice Statistics Data

Introduction

The IACP *Perspectives* series is intended to help local agency decision-making by providing useful information gleaned from our network of information sources. The *Perspectives* series does not present IACP positions on the topic being addressed, nor does it replace long-term research. *Perspectives* publications raise thoughtful issues regarding complex policy topics- in this case, police officer to population ratios- to inform the debate at the local level.

Ratio Data and Agency Staffing

Before presenting BJS data, it is first important to clarify IACP's position on police to population ratios and why they should **not** be used as a basis for agency staffing decisions. The following is a quote from IACP's *Patrol Staffing and Deployment Study* brochure: *Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.*

BJS ratio data presented here can be useful to local agencies in other ways, including historic perspective on staffing trends across all US law enforcement, and in conducting long term staffing trend analysis, locally, regionally and nationally.

BJS Ratio Data

The Bureau of Justice Statistics (BJS), within the Office of Justice Programs (OJP), within the United States Department of Justice (DOJ) publishes *Local Police Departments* report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S. One aspect of this report is the average ratio of full time officers per 1,000 residents. The most recent BJS data on this topic (2003), by size of population served follows:

Population Served	*FT Officers Per 1,000 Residents	Population Served	*FT Officers Per 1,000 Residents
250,000 or more	2.5	10,000 to 24,999	2.0
100,000 to 249,999	1.9	2,500 to 9,999	2.2
50,000 to 99,999	1.8	1,000 to 2,499	2.6
25,000 to 49,999	1.8	All Sizes	2.5

*Average Ratio

In addition to the *Local Police Departments* publication, BJS also publishes a more comprehensive report intermittently entitled *Law Enforcement Management and Administrative Statistics (year): Data for Individual State and Local Agencies with 100 or More Officers*. Both reports can be valuable to local law enforcement agencies. To learn more about the Bureau of Justice Statistics (BJS) and their statistical reports on law enforcement, visit their website: www.ojp.usdoj.gov/bjs.

About 1 in 3 employees participated in the FOP Morale Survey. I'm here to explore the themes they found and to look for ways to make being an employee in the Police Department as safe and rewarding as I can.

1. Work schedules seem to be an area with a significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

Attached

2. What ideas do you have that would improve morale?

3. There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of? (property tax? sales tax? 20 officers? 50 officers? focused on community policing? etc)

1) Work schedules seem to be an area with significant amount of unhappiness. What do you think of the 12 hour shift? Would it be better if it were 6 to 6?

a. What do you think of the 12 hour shift?

- i. If the 12 hour shift operated as it was supposed to operate, I would not have any issue with it. Meaning that officers had 1/3 of their time spent handling calls for service, 1/3 of their time spent on proactive enforcement, and 1/3 of their time spent on administrative functions. However, with the high call volume and limited resources all of our time is spent trying to handle the calls for service. This action leaves very limited time to try to complete the administrative functions required for our job, and virtually no time to do the proactive work that officers enjoy doing as part of their job. Furthermore, a lot of these officers have to work right up to the end of their shift or even hours past their shift leaving the officers exhausted by the end of the day.

b. Would it be better if it were 6 to 6?

- i. To improve the existing schedule we need to add in more overlap on the shifts especially on Sunday-Tuesday where the overlap is non-existent. I still maintain that we would be in a lot better shape if we moved to an 8 or 10 hour option. I thought the old 10 hour shift we moved off of when we went to the 12 hour shift was the absolute best shift I have ever worked as a police officer. I felt officers were energized and we still had desirable days off, plus the all squad day worked out great for training and special events.

2) What ideas do you have that would improve morale?

a. Pay

- i. For FY17, I will be making less money than I did in FY16. The cost of insurance for me and my family increased at a rate that was not covered by the \$.25 cost of living increase. It is never good when our net pay drops from year to year.
- ii. The officers that have been here 10 years only make a few cents more than a brand new officer, and they are nowhere near the midpoint let alone being topped out. This hurts retention at our department.
- iii. Officers do not get any type of performance pay increase either based off of extra duties, education incentive, or based off of high evaluations.

b. Forced Overtime

- i. One of the main complaints I hear in shift meeting is from draftable events. Officers are confused about why they are being drafted to work certain details such as DWI Checkpoints, Roots and Blues (Private Business Venture), and other minor events. If we are going to be forced to come in on our day off, it should be for a legitimate reason such as a major event or critical emergency. It should also be for true 1 ½ times pay and not our base pay regardless of the hours we worked. If the accounting rules do not allow for this to happen (even though we

had done it in the past for decades) force the private businesses MU, Roots and Blues, etc. to pay an off-duty rate directly to the officer.

c. Unified Support

- i. When officers see the city manager and police chief joined arm and arm with those who oppose law enforcement standing in front of the police department; that is a morale killer. I understand you believed you were protesting CPOA, but their office is down the street not at 600 East Walnut.

d. Not Tattoos and Beards

- i. This item is literally of no use to me. In fact, I think this is a bad idea as it makes us look less professional. I actually am opposed to this, but it is my opinion and not necessarily a representation of the department.

e. Provide support to areas that call for mutual aid.

- i. Our department was not allowed to go assist after the Joplin Tornado. In fact, when officers went on their own they were told they were not representing our department.
- ii. Our department did not offer to assist with manpower during the Ferguson Riots. There was a call for additional officers to assist with crowd control, but we did not send aid.
- iii. Our department did not send officers to Cleveland for the RNC when a request for aid was requested and we had trained officers able to assist.
- iv. These are the major calls for assistance. These do not include the minor ones where other agencies ask for our help on tactical operations, pursuits, and other items that we say no on. For instance, the MSHP was pursuing a motorist through our city by himself just last week. We had an officer in position to help, but our new policy does not allow us to assist.
- v. Eventually we will need the aid of other agencies, but we have developed a reputation for not coming to the aid of other departments. That is embarrassing for our department.

f. Improve Customer Service

- i. Our department continues to stop performing tasks such as accident reports, gas drive-offs, vehicle lock-outs, and other types of calls where citizens are in distress so they turn to the police. I understand these types of calls take up resources, but every time we tell them we are not going to respond our officers are forced to hear negative feedback from the community. This also causes the community to lose faith in us as well. The answer in my opinion is to give us the resources that we can answer all calls for service. This approach will allow officers to go out into the community and build relationships.

g. Focus on the Mission and not the Process

- i. At this department, we have given a large amount of power and authority to civilians to dictate our tactics and policies. This includes our payroll specialist, department attorney, records personnel, and evidence technicians. These civilian positions have become empowered to criticize officers and tell officers

how to perform nearly every aspect of their job. Our department has lost the notion that these positions are support personnel whose very professional existence is to support our mission. When their role in the process becomes more important than the officers role of accomplishing the mission we have lost our way. Examples include: failure to pay on-call traffic investigators/FET Techs, consent search forms for vehicles, evidence processing emails, late list, payroll rules (this has gotten to be ridiculous), time sheets, max number of hours worked, purchasing rules, and other non-essential decision that are shaping our decision making more than the sworn personnel who are trying to accomplish our department's mission.

h. Disband the COU Unit

- i. As patrol officers are trying to keep their heads above water the COU Unit is BBQing, Dancing on Social Media Sites, and doing other non-law enforcement related activities. While I don't disagree we have to have a personal touch with the community we have to be able to handle our work first and foremost. That is how we get respect and build relationships. Our officers who work the streets hard and aggressively enforce the laws get a lot more respect and assistance from members of the community than any of the other groups created by this department.

i. Enforce the Law

- i. Our department is establishing a pattern of *if I ignore the problem it will go away*. This has shown its head on countless barricaded subjects and similar type of incidents where we had felony charges on violent criminals, and our department left to avoid conflict. Our officers are trained to handle critical incidents; we have to have enough trust in them that they will make the right decision.
- ii. This also bleeds over to search warrants. Our department has created such a complicated process for writing and serving search warrants that the detectives have stopped doing them. This is a loss for the entire city as it allows criminals to set-up safe havens within our city.

3) There is talk of asking voters to increase their financial support of public safety via a ballot. Do you support the idea of a ballot for public safety? What sort of ballot would you be supportive of?

a. Do you support the idea of a ballot of public safety?

- i. I support the idea of a police item on the ballot. I think people want to know that their vote is going to hiring and equipping more police officers. The public service tax is broad language that can be used for a lot of different uses. I think it should be specific to hiring and equipping more police officers.

- ii. In the meantime, the city should look at diverting funds from other departments to fund the police department. The amount of money our park service gets is astonishing...
- b. What sort of ballot would you be supportive of?
 - i. I think we should use data to come up with the number of officers we need then use that data in the city's campaign to get the tax passed.
 - ii. According to the FBI, we need 284 Sworn Officers.
 - iii. According to the data from the Top 10 cities in Missouri, we need 210 Sworn Officers to be at the average for the state.

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The CPOA speaks for me and my fellow members,
Please direct your inquiries to the CPOA Board.

2. What ideas do you have that would improve morale?

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I would never ~~support~~ support a property tax.

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2. What ideas do you have that would improve morale?

MY CPOA BOARD SPEAKS MY OPINIONS ON
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Contact CPOA board members with any
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2. What ideas do you have that would improve morale?

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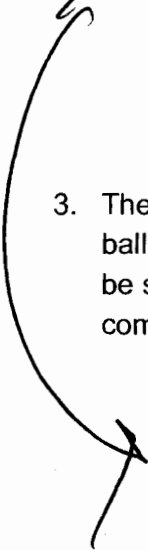
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Please refer to CPOA Spokesperson!



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